

Registrar of Voters

Business Plan for FISCAL YEAR 2006-2007

Neal Kelley
Acting Registrar of Voters





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Attached is the Registrar of Voters 2006-2007 Business Plan. In the plan we lay out the successes over the past fiscal year and outline a strategy to meet our 2006-2007 fiscal year goals.

Fiscal Year 2005-2006 was an exciting time for the Registrar of Voters. Our successes include:

- A reorganization plan was developed, negotiated and successfully implemented.
- In the first half of the 2005-2006 fiscal year the ROV conducted four successful elections in just over two months. This was an unprecedented number of elections in such a short period of time.
- We added a new enhanced election night reporting section to our website in response to client requests. The new website proved to be extremely successful receiving praise from political campaigns, government agencies, voters and media.
- Another first in Orange County was our use of GPS tracking of our new Rapid Deployment Teams that decreased response times to polling places in need of assistance.
- Together the new website and the use of GPS technology with the Rapid Deployment Teams generated an extensive amount of positive media coverage for the department and County.

Success in this historic round of elections would have been impossible without dedicated, experienced people to run them. The ROV staff includes 50 full time staff, numerous Elections Aides, and thousands of volunteers representing the broad spectrum of Orange County's population.

Continuing to be creative on how to reach out to the overall community the ROV has developed the Orange County VOTE Project. The project will prove to be a powerful historical view of voting that will enable us to effectively advertise our services. Part of our mission is to be visible and provide citizens the opportunity to register and vote as well as to attract poll workers and entities that will provide space for polling places. We anticipate that the project will extend through 2006 and on into 2007.

In the 2006-2007 fiscal year we will also be implementing the Accessible Voter Verifiable Paper Audit Trail (AVVPAT). Our DRE voting systems have proved to be accurate and voters have shown confidence in them. To provide greater transparency and confidence for voters state law now requires that a paper record of votes cast on a DRE be copied on paper prior to casting a ballot. The requirement becomes effective on January 1, 2006 and we expect to implement ours during the primary in June 2006. We plan on beginning acceptance testing in April and providing extensive voter education and outreach on the systems new component. Poll Worker training will also be amended to include training on the AVVPAT.

We are proud of our accomplishments over the past couple of years and look forward to the challenges of exceeding expectations once again.

Neal Kelley

A handwritten signature in black ink, appearing to read 'Neal Kelley', with a stylized, cursive script.

Acting Registrar of Voters

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Executive Summary

Executive Summary

The mission of the Registrar of Voters is:

“To ensure the integrity of elections in a uniform, consistent and accessible manner.”

We have identified two overarching goals to better serve the citizens of Orange County. Our first goal is to: *“Make elections accessible to all eligible voters.”* The primary way in which we seek to expand our visibility and accessibility to the public is through the Orange County VOTE Project. The VOTE Project is a comprehensive look at voting history that will provide us more opportunities for voter education and outreach. The Project will build on the department’s outreach successes of the previous years.

Our strategic plan to achieve our goal of making elections accessible to all eligible voters entails fostering proactive community and media partnerships.

Our second goal is to: *“Ensure public confidence in the elections process by conducting transparent and accurate elections.”* Transparency and accuracy are at the core of our mission. We strive to ensure the public is confident in the integrity of the elections process in Orange County. In implementing the Accessible Voter Verified Paper Audit Trail (AVVPAT) we will be complying with new state and federal standards to provide Orange County voters an opportunity to inspect their ballot choices before officially casting their votes. The AVVPAT will effectively transform many aspects of our operations, particularly the manner in which we canvass the required 1% hand tally of votes cast on electronic voting systems. One percent of votes cast on electronic voting systems will be hand tallied using the AVVPAT paper record and will be compared against results produced electronically.

Our strategic plan for implementing the AVVPAT will involve internal management, outreach and new funding structures.

Both our goals for the 2006 –2007 fiscal year involve pro-active community and media outreach. Through innovative ways we will be reaching out to the diverse population we serve to involve the community in different aspects of the elections process.

Funding for the goals and their associated projects will come from a combination of sources including the Help America Vote Act (HAVA), and the Elections Accessibility for Individuals with Disabilities grant through section 301. The attainment of our goals, particularly the public outreach components, is expected to generate tangible and intangible resources in the form of media coverage and volunteer recruitment. Contingencies for fiscal insufficiencies are being developed to ensure continued services.

Vision, Mission and Goals

Vision Statement

Our vision is the impetus for everything we do. Our vision is to consistently exceed the expectations of Orange County citizens, government, community organizations and the news media in every aspect of our operations. We strive for excellence in overall elections management services and in our role as custodians of registered voter records.

Mission

"To ensure the integrity of elections in a uniform, consistent, and accessible manner."

Each member of our team shares both accountability and a sense of ownership in the quality of services we provide the citizens of Orange County.

Our mission is driven by values identified and exercised by the Registrar of Voters team, and further shapes our undertakings for the future.

The citizens of Orange County are at the center of everything we do. Toward this end we seek to exceed community expectations while being guided by nine essential values:

- *Integrity*
- *Accuracy*
- *Access for all Orange County citizens to the elections process*
- *Transparency of the elections process*
- *Voter engagement through outreach*
- *Responsiveness to the needs of Orange County citizens and election participants*
- *Administration of all federal, state and local election laws in a uniform, consistent and accessible manner*
- *Innovative application of appropriate technology*
- *Cost effectiveness*

Based on our above stated mission, vision, and values, the Registrar of Voters has created two **Goals** for accomplishment:

- **Goal #1: Make elections accessible to all eligible voters.**

Community outreach is a major component of the overall mission of the Registrar of Voters. We constantly strive to make elections accessible to all eligible voters. To that end, we are consistently trying to find innovative ways to reach out to our diverse population and create greater visibility for the department. In doing so we can better educate the people of Orange County on the importance of registering, voting, being a poll worker and providing space for polling places.

One such innovation is the Orange County VOTE Project (project). The project is a new approach designed to enhance participation with community and education groups. The transportable nature of the exhibit featuring election paraphernalia will enable broad accessibility.

The value that will be created by the project is a general education of the history of voting with increased participation in the elections process. The project will provide Orange County:

- An opportunity for the department to engage directly with clients
- An opportunity to encourage citizen participation in the elections process.
- A historical perspective of how elections have been conducted in our county.
- A chance to gain positive visibility from the media

The project is consistent with department principles and will be an important avenue for carrying out our mission.

Table 1: Connecting the VOTE Project to principles that shape our mission

| Applicable department principles | VOTE Project benefits for Orange County Citizens | VOTE Project benefits for Registrar of Voters |
|--|---|--|
| Access for citizens to the elections process | Yes | Yes |
| | | |
| Transparency of the elections process | Yes | |
| | | |
| Voter engagement through outreach | Yes | Yes |
| | | |
| Responsiveness to community needs | Yes | Yes |
| | | |
| Innovative use of appropriate technology | Yes | |

Primary Outcome Indicator for Goal #1

Table 2: Outcome Indicators for Goal #1: Making Elections Accessible to all eligible voters.

| Outcome Indicator | FY 04-05 Results * | FY05-06 Plan | FY 05-06 Anticipated Results * | FY 06-07 Plan * | How are we doing? |
|--|--|---|--|---|--|
| What: ensure accessibility to all eligible citizens in the elections process through pro-active community outreach. | 2004 survey results showed a high degree of confidence in the accuracy and integrity of the elections process. | Implement the Orange County VOTE Project, thereby engaging with community groups. | Debut the Orange County VOTE Project. | Continue to foster relationships with community groups. | Community outreach is ongoing in the diverse communities of Orange County. The Orange County VOTE Project will be launched in 06 and continue into 07. |
| Why: Perceptions of citizens are influenced by the degree of positive information available to them. | | | Involve community groups. Visit with thousands of Orange County citizens. | | |

- **Goal #2: Ensure public confidence in the elections process by conducting transparent and accurate elections.**

The Accessible Voter Verifiable Paper Audit Trail, or AVVPAT, will be implemented in response to public demand for a paper record of votes cast by means of an electronic system. The AVVPAT provides a paper record of each vote cast on the Direct Record Electronic (DRE) voting machines. The device enables voters to inspect the paper to be certain the DRE accurately stored the vote cast. The paper audit will also be used in the mandated 1% hand tally required when votes are cast and canvassed electronically. The Registrar of Voters will be complying with state and federal laws to provide the AVVPAT to Orange County voters for elections held after January 1, 2006.

Successful implementation of the new technology will depend on internal management integration, effective public outreach, and viable funding structures. Internal management involves acceptance testing of the units, staff and poll worker training and evaluation of each dimension of the implementation process. We will execute a multi-pronged outreach campaign to educate voters on the function and purpose of the AVVPAT. Funding the retrofit of our current election equipment with the AVVPAT is still an open question. The Registrar of Voters is still discussing the use of HAVA funding with the State.

Over the past couple of years the Registrar of Voters has worked closely with the public, media, candidates and political parties to not only be transparent, but to be perceived as such. For example, the new enhanced election night reporting section of our website gives anyone interested in elections a broad range of information about our elections. The site includes the ability to follow, on a precinct level, where votes are on election night. Specifically people can now see whether their vote is at the polling place, the collection center or in house at the ROV. They can even watch live images of our warehouse as the

equipment is being brought in. The website has proved to be extremely popular and has generated praise from all of our customers.

We have also worked very hard with the media on getting them the information they need to report on elections. We have gone out of our way to assist reporters with research and respond to their needs in a respectful and timely manner. We are open and honest with them regarding the operation of elections in Orange County. Our efforts have garnered press, including letters of thanks from editorial boards.

Table 3: Connecting AVVPAT implementation to principles that shape our mission

| Applicable department principles | AVVPAT benefits for Orange County Citizens | AVVPAT benefits for Registrar of Voters |
|--|---|--|
| Integrity | Yes | Yes |
| | | |
| Access for citizens to the elections process | Yes | Yes |
| | | |
| Transparency of the elections process | Yes | Yes |
| | | |
| Voter engagement through outreach | Yes | Yes |
| | | |
| Responsiveness to community needs | Yes | Yes |
| | | |
| Administration of all federal, state and local election laws in a uniform, consistent and accessible manner | Yes | Yes |
| | | |
| Innovative use of appropriate technology | Yes | Yes |

- **Primary Outcome Indicators for Goal #2: Ensure public confidence in the elections process by conducting transparent and accurate elections.**

Table 4: Outcome Indicators of ensuring public confidence in the elections process.

| Outcome Indicator | FY 04-05 Results * | FY 05-06 Plan | FY 05-06 Actual or Anticipated Results * | FY 06-07 Plan * | How are we doing? |
|---|--|---|---|---|--|
| What: Accuracy of the initial electronic vote count against the 1% manual recount. Why: State law requires a 1% manual recount to confirm the vote percentage for each contest. When electronic voting machines are used, the 1% manual recount must use the tape printed from the AVVPAT. | 100% accuracy. | The mandated 1% hand count must be canvassed from the AVVPAT paper audit receipt. | 100% accuracy. We expect that hand tallied 1% count by means of paper audit receipt will continue to verify the accuracy of the DREs. | Continue to follow state and federal mandates to compare electronic election results against 1% hand count using the paper audit. | We have a perfect record of consistently producing 1% manual recounts that confirm the accuracy of the electronic voting machines. |
| What: develop viable funding structures for AVVPAT implementation. Why: Current funding criteria does not apply to Orange County's circumstances. | The need to develop funding structures for the AVVPAT identified | Negotiate with government entities to meet existing or develop new criteria for retrofitting DREs with the AVVPAT | The department will meet all legal requirements to retrofit voting equipment with the AVVPAT. | The department will pursue cost recovery for the implementation of the AVVPAT. | The department is quick to respond to the need for viable funding structures to fully integrate the AVVPAT. |
| What: Execute a multi-pronged outreach approach that includes community and the media. Why: Mass media coverage will serve to provide all eligible citizens access to the elections process | Media / community outreach plan developed | Execute initial stages of media plan. | Although the department has not received the units, the Accessible Voter Verifiable Paper Audit Trail made its public Orange County debut as a demonstration unit during the December 6 th Special Election. | Community and media outreach will be targeted to inform the multicultural Orange County community. | ROV's proactive approach to media relations has resulted in many positive news stories. |

Operational Plan

Operational Plan for Goal #1: Make elections accessible to all eligible voters.

Reaching out to the community is becoming increasingly difficult with the demands on people's time and with the diversity of the ever-growing population in Orange County. We believe that we can garner sufficient attention to achieve our overall accessibility goals by modifying our traveling exhibit/outreach trailer. We have begun to develop a ground-breaking concept called the Orange County Vote Project (project) as a tool to accomplish this goal.

The project will be a vehicle to educate the public and create enthusiasm for the democratic process. It has the potential of becoming a template for similar programs all over the United States. With the rush of media attention that will undoubtedly accompany this innovative project, a well-thought out and visually compelling design becomes most essential.

In providing the most powerful historical view of voting we will be able to effectively advertise our services. Part of our mission is to be visible and provide citizens the opportunity to register and vote as well as to attract poll workers and entities that will provide space for polling places. We want all visitors to leave this exhibit with the understanding that voting is a privilege, and that their participation is crucial for the maintenance of a strong democratic system and our way of life.

Clients

The Registrar of Voters provides services to four very diverse groups. They are Orange County citizens, election/campaign organizations, government organizations and the news media. The primary client group affected by these goals is the citizenry of Orange County. However, involving all of our client groups is required to effectively meet this goal.

Of the county's approximately 3,000,000 citizens, 2,000,000 are eligible voters. Currently, about 1,500,000 are registered to vote. Whether a citizen has not yet become eligible to vote, is eligible but has not registered or is registered and voting the project will provide opportunities and services to them. The primary focus for the project will be on the younger demographic including educational groups of high school age and up.

The Registrar of Voters serves a highly multi-cultural voting base and supplies four languages in addition to English. In 2005 the department supplied 8,805 requests for election materials in Chinese, 10,810 requests for election materials in Korean, 39,785 requests for election materials in Spanish and 42,496 requests for election materials in Vietnamese.

Consideration of the ethnic composition of Orange County voters is a key factor in the successful execution of the Business Plan.

Challenges

Elections provide both challenges and opportunities.

The Registrar of Voters, and indeed California as a whole, is in the midst of an historic round of elections. Orange County had six elections in 2005 with four of them held in the span of two months at the end of the year.

As we move into 2006 a Special Election to fill the 35th State Senate seat has been called by Governor Schwarzenegger. The General Election to fill the seat is to be consolidated with the June 6th Primary, which places the Primary election on Tuesday, April 11, 2006.

We will also be implementing the AVVPAT in 2006. (See Goal #2.) This will prove to take up much of our time and attention as we work towards the June 6, 2006 Primary Election, however the proper amount of human resources will be utilized to accomplish all tasks. There will be a General Election on November 7, 2006. There are no scheduled elections for 2007, but special elections always seem to crop up.

The number of special elections can make it more difficult to accomplish new projects, however they also provide us an opportunity. Our department is understandably more visible during election time and under more demand. That is exactly what we need in order to reach out to the voters of Orange County, political and governmental entities and the media with our Orange County Vote Project.

Additional challenges include the design, construction and outfitting of displays that will be museum quality while working on a short timeframe.

Resources

Our current staff will be able to accommodate our needs as we launch the Orange County VOTE Project (project). All phases of the plan will be accomplished through integrating various components including communications and outreach. We do not anticipate the need for personnel outside our existing staff to accomplish this goal.

A large portion of the project will be paid for with Help America Vote Act Funds (HAVA) that has already been approved by the Board of Supervisors. The HAVA Elections Assistance for Individuals with Disabilities (EAID) grant provides the department with up to \$287,936.45 to be used on items to reach out to the disabled community who fit into the overall project target audience. Additionally, funding will come out of our regular community outreach program budget. The total amount to be budgeted is unknown at this time given that we are in the initial phase of the project and need to get estimated costs associated with the project.

Strategies to Accomplish Goal

Meeting this goal to make elections accessible to all eligible voters will be a combination of partnering with the community and the media on our new election education project.

1. Partnering with the Community

In order to reach out to our target audience and increase voter education we must involve interested groups in the community. Although we believe that the Registrar of Voters does an exceedingly good job in community outreach, we must always look to new and different means to involve the various segments of Orange County's population.

The Registrar of Voters will continue to expand its interaction with its clients the use of our Community Outreach section. This interaction will use the established protocols for meetings with the various groups within the County. A major additional component of the plan for 2006 and 2007 will be the Orange County VOTE Project.

The Community Outreach section will target schools, specifically classes that deal with government and politics. This will be necessary to educate high school and college students on the importance of registering and voting and how to do it. With the average age of poll workers in Orange County at 72 we need to foster the next generation of poll workers. Since bringing on our new DRE system student volunteers have proved to be invaluable in assisting our older poll workers and voters on the use of the system.

The program will begin with multiple visits to the classroom educating students. The culmination of the program will be to bring the traveling historical exhibit of the project to their school so they can get a hands on interactive look at voting throughout history including here in Orange County.

Part of the plan will be to take the traveling part of the Orange County VOTE Project (project) to community events and centers throughout the county. Our Community Outreach unit already does exceedingly well at getting to community events throughout the county. The project will give them that little something extra to entice citizens to come and learn about their elections department and the services that it provides. The project will provide citizens with a unique experience that we believe will translate to a greater understanding of the services and needs of the Registrar of Voters throughout Orange County.

2. Media

The media will be a useful and necessary tool in getting the word out on the Registrar of Voters Community Outreach program and specifically the project. The Registrar of Voters has done exceedingly well in generating media attention and therefore increased participation in the elections process through media attention. It is estimated that the Registrar of Voters positive media attention in 2004 and 2005 generated nearly \$4 million of verified media coverage for its services and needs.

We believe that the project can generate an even greater amount of attention on our Community Outreach program. The interest generated on the project through the media will ensure that our calendar is full with outreach events. We sincerely believe that this will be an extremely popular outreach tool that not only gets us out in the community, but also truly educates people on the importance of voting and how to utilize the services of our department.

We have generated local, national and global attention on our mobile voting trailer in the past and believe that the project will be an even greater tool in generating positive attention for the department and the County as a whole.

Outcome Indicator

The overall goal is to expand community outreach and education throughout the County of Orange on the department's services and the need for volunteers. Our success will be determined by how many citizens the department reaches. Through use of the project as an outreach tool, we will be able to get a good measurement of how many people viewed the exhibit.

Mass media coverage will generate attention on the project itself and provide us an opportunity to advertise our services and needs to a broad audience. We will collect all media reports (print, radio, television etc.) generated by the project and from there be able to determine the exact number of people we touched through that venue.

Outcome Indicator Reporting*Table 2: Outcome Indicator Reporting for community outreach via the Orange County VOTE Project.*

| Performance Measure | FY 04-05 Results * | FY 05-06 Plan | FY 05-06 Actual or Anticipated Results * | FY 06-07 Plan * | How are we doing? |
|--|---|---|---|---|---|
| What: The number of people viewing the exhibit will show the number of times ROV has interacted directly with the public. Why: You must know how many people you met with to determine the effectiveness of the campaign. | Planning and preparation of exhibit begins. Numbers not previously measured. | The department will debut the VOTE Project to the public. | It is anticipated that thousands of people will view the exhibit. | It is anticipated that thousands of people will view the exhibit. | The VOTE Project represents an area of innovation in voter outreach. |
| What: Mass media coverage will serve to inform the public about the VOTE Project. Why: The media will serve as a tool to educate and create demand for ROV outreach. | Not previously measured. However, the department has a track record of obtaining millions of dollars in positive media attention for its outreach activities under previous projects. | Execute initial stages of media plan. | Local, nationwide and potentially global media attention resulting in millions of touches. | Various media events and opportunities will be utilized. | ROV's proactive approach to media relations has resulted in many positive news stories. |
| What: Number of destinations the mobile exhibit travels to. Why: Exhibit locations reveal which segments of the population are being engaged. | Planning and preparation of exhibit in progress. | Countywide coverage | Targeted locations will represent an even distribution and opportunity for citizens from different parts of the county and we will measure the visits as a whole. | The VOTE project will target specific locations while leaving time open for on demand visits. | Plan in progress. |

Operational Plan for Goal #2: Ensure public confidence in the elections process by conducting transparent and accurate elections.

The introduction of the Accessible Voter Verifiable Paper Audit Trail (AVVPAT) to Orange County voters stems from a series of policies directed toward modernizing elections. The Help America Vote Act (HAVA) provides the framework for the implementation of the AVVPAT.

Following the debacle of the 2000 presidential elections in Florida, Congress enacted HAVA in 2002, which effectively outlawed the punch card system Orange County was using at the time. HAVA provided funds to California counties to replace punch card systems with voting technology deemed more accessible and accurate.

Although we are confident in the security of our electronic voting system, public perception of vulnerability of DRE systems lead to a change in state law requiring all DRE voting machines to generate AVVPAT that allows voters to compare the electronic copy of the votes to a paper copy. The 1% manual recount, done to ensure the accuracy of the vote, is now required by state law to be done from the printed record.

According to California law, all direct record electronic voting systems must be modified to include an AVVPAT for elections taking place after January 1, 2006. In order to comply with new legal requirements, the Orange County Registrar of Voters must retrofit all existing direct record electronic voting devices to include an AVVPAT.

Clients

(See Above)

Challenges

1. Financial: The financial implications surrounding AVVPAT implementation are significant. Costs include the hardware, consumables, and maintenance. Each unit will cost approximately \$1,200. The Registrar of Voters will require at least 9,000 units in order to retrofit existing DRE voting machines. Back-up machines will also need to be purchased. There are operational costs for consumable components such as paper. The paper costs \$6 per roll equating to approximately \$54,000 per statewide or federal election. The financial implications on the department, therefore affect the overall cost of producing elections. In addition, there are maintenance costs that involve repairing and properly storing the devices, the costs involved in creating internal mechanisms to ensure each unit is handled securely like a ballot, and additional costs associated with needed voter education and outreach.

The Board of Supervisors voted to approve funding the AVVPAT with the use of County General Fund money. It is expected that by the middle of April, 2006 the HAVA money available to Orange County for the purchase of the AVVPAT will be before the Voting

Modernization Board who will vote on whether or not we can use the approximately \$16.7 million for the retrofit.

2. Timing challenges: Our voting system vendor has received federal certification of the AVVPAT and recently received state certification. Orange County provided the facility for California's certification testing, and received 100 AVVPAT units in January for testing purposes. The department initially expected to receive 1,000 units mid-February 2006. Delays with the vendors State certification pushed back the timeframe by which we could take delivery of the new units. The retrofit is now scheduled to begin April 10, 2006. The Registrar of Voters will receive and test a minimum of 9,000 units prior to the June 2006 Primary Election.

Each unit will be tested upon receipt and personnel will be trained on the operation and maintenance of the equipment. Delays in meeting official state qualifications has allowed less time for acceptance testing and in turn will affect aspects of the AVVPAT implementation.

A shortened implementation timeframe will affect the schedule for poll worker training and voter education in five languages. The Registrar of Voters has two months to reach out to 1,500,000 voters and train approximately 3,400 poll workers in addition to permanent staff in time for the June primary. The AVVPAT adds a new dimension to the poll worker curriculum, which will be developed and implemented in the training. It is essential that poll workers are comfortable and knowledgeable about the equipment in order to assist voters and maintain a positive public perception.

Resources

State and federal funding is pending approval from California's Secretary of State and the Voting Modernization Board.

Strategies

Our strategy for successful implementation of the AVVPAT encompasses internal management, outreach and resourceful funding structures.

In order to integrate the Voter Verifiable Paper Audit Trail (AVVPAT) into the department's internal management processes, the Registrar of Voters has formed the AVVPAT Program Task Force. The Task Force will play an integral role in orchestrating each key area of AVVPAT implementation. Internally, the Task Force will coordinate acceptance testing, a process by which each individual unit is rigorously tested for reliability and accuracy. Implementation of the AVVPAT also means a transition in hand counting 1% of votes tallied by electronic voting machines. Externally, AVVPAT poll worker training and voter education plans will be coordinated through the Task Force.

Outreach is a critical component of the overall success of the AVVPAT implementation. The department will build on past, highly successful campaigns to introduce the new technology to citizens. By eliciting involvement of community groups, the speaker's bureau provides an avenue that effectively reaches specific segments of the county's diverse

population. Further, demonstration units displayed at public places such as malls, community centers, and sporting events provide people with hands-on exploration of the device. Outreach to the media, including bi-lingual news organizations, is vital to getting information about the AVVPAT to citizens. The outreach plan seeks not only to familiarize voters with the AVVPAT, but also seeks to increase voter confidence in the integrity of Orange County's election processes. Success on our outreach program depends our ability to provide the opportunity to all of Orange County's registered voters to have knowledge of and or try out the new voting system component prior to voting in a polling place. One thing that we can be sure of is that all registered voters will receive information on the AVVPAT in their sample ballot.

Successfully retrofitting Direct Record Electronic Voting machines with the AVVPAT device depends on creating viable funding structures. Initial State interpretation of HAVA provisions for the AVVPAT neglected the circumstances facing Orange County. The Registrar of Voters is appealed to California's Secretary of State regarding its interpretation of HAVA and it is hoped that when the issue goes before the Voting Modernization Board that the HAVA funds will become available to us.

Outcome Indicator Reporting

Table 4: Outcome Indicator Reporting for Implementing the Voter Verified Paper Audit Trail.

| Performance Measure | FY 04-05 Results * | FY05-06 Plan | FY 05-06 Anticipated Results * | FY 06-07 Plan * | How are we doing? |
|--|---|---|--|---|--|
| What: Number of AVVPAT units received and tested for acceptance. Why: A rigorously applied acceptance testing for each AVVPAT unit is essential to providing citizens with quality, well-functioning voting equipment, and further, ensures accuracy. It also complies with federal and state laws. | AVVPAT units not yet received. | 1,000 units expected mid-February 2006. Will receive guidance from vendor. | 9000 units received and tested. | Continue to acquire and test additional units as needed to meet growing voter population needs. | AVVPAT Project Task Force formed to oversee implementation. |
| | | | | | |
| What: Accuracy of the initial electronic vote count against the 1% manual recount. Why: State law requires a 1% manual recount to confirm the vote percentage for each contest. When electronic voting machines are used, the 1% manual recount must use the tape printed from the AVVPAT. | 100% accuracy. The AVVPAT was neither required nor available prior to 2006. | The mandated 1% hand count must be canvassed from the AVVPAT paper audit receipt. Planning for AVVPAT integration. Perform acceptance testing | 100% accuracy. | Continue to follow state and federal mandates to compare electronic election results against 1% hand count using the paper audit. | We have a perfect record of consistently producing 1% manual recounts that confirm the accuracy of the electronic voting machines. |
| | | | | | |
| What: Number of poll workers trained to properly use and manage the AVVPAT. Why: To be able to facilitate smooth polling and assist voters operating voting equipment in a competent manner. | Need for AVVPAT Program Task Force identified. | Train approximately 3,400 poll workers | Train approximately 3,400 poll workers | Conduct process evaluation to assess appropriateness of curriculum, particularly the AVVPAT component | We have the recent experience of integrating the DRE into our training. |
| | | | | | |

County of Orange
Registrar of Voters
2006 Business Plan

| Performance Measure | FY 04-05 Results * | FY05-06 Plan | FY 05-06 Anticipated Results * | FY 06-07 Plan * | How are we doing? |
|---|-----------------------|---|--------------------------------------|---|---|
| What: Number of engagements with community and media groups. | N/A | The AVVPAT Program Task Force will develop a plan including number of targets for community and media groups. | Targets achieved. | Evaluate process and adjust plan as needed to provide access to information to our diverse community. | Outreach campaign is in initial stages. |
| Why: cost effectiveness | | | | | |

APPENDICES

- A. Accomplishments
- B. Management Team
- C. Labor Management Committee
- D. Client Data

A. Accomplishments

- The establishment of a troubleshooting database that allowed the ROV to track issues as they occurred and as they were solved in the polling places.
- A reorganization plan was developed, negotiated and successfully implemented. Employee satisfaction and morale is at an all time high with the new structure.
- In the first half of the 2005-2006 fiscal year the ROV conducted four successful elections in just over two months. This was an unprecedented number of elections in such a short period of time.
- We added a new enhanced election night reporting section to our website in response to client requests. The new website proved to be extremely successful receiving praise from political campaigns, government agencies, voters and media.
- Another first in Orange County was our use of GPS tracking of our new Rapid Deployment teams that decreased response times to polling places in need of assistance.
- Together the new website and the use of GPS technology with the Rapid Deployment Teams generated an extensive amount of positive media coverage for the department and County.
- We have achieved new levels of community cooperation through our Citizen's Advisory Committee. The cooperation of these community and business leaders has brought new visibility and interest to the voting process in Orange County.
- A potential total of approximately \$22 million from a combination of state and federal funding sources that could be allocated to the County of Orange in 2006-2007 as reimbursement for a variety of expenses.

B. Management Team

Neal Kelley, Acting Registrar of Voters: Establishes and maintains election services throughout the County of Orange, ensuring that eligible Orange County citizens have access to voter registration and voting. Influences local, state and federal legislation, regulation and funding for election services on behalf of the County. Provides a model for innovation in election services that positions the County of Orange as a leader in setting the standard for excellence. Maintains departmental communication with the CEO and Board offices to ensure a flow of accurate information. At the direction of the Board of Supervisors, advocates positions with State and Federal legislators.

Establishes and maintains election services throughout the County of Orange, ensuring that eligible Orange County citizens have access to voter registration and voting. Influences local, state and federal legislation, regulation and funding for election services on behalf of the County. Maintains departmental communication with the CEO and Board offices to ensure a flow of accurate information. Manages the daily operations of the department.

Suzanne Slupsky, Elections Services Manager: Responsible for core functions of the Registrar of Voters, ensuring the achievement of the department's mission through resource management, staffing and establishing standards which meet the requirements of applicable laws and regulations and County policies. Specifically, she is in charge of community outreach functions, poll worker and polling place recruitment and all warehouse functions.

Kay Cotton, Candidate and Voter Services Manager: Responsible for core functions of the Registrar of Voters, ensuring the achievement of the department's mission through resource management, staffing and establishing standards which meet the requirements of applicable laws and regulations and County policies. Specifically, she is in charge of all candidate and voter services.

Grady Howe, Information and Technology Manager: The Information and Technology Manager is responsible for all technology associated with office and elections management. Identifies technological solutions to problems, finds cost effective sources, ensures maintenance and updating of all software and hardware. Supervises database management functions, network functions, telecommunications and voting equipment maintenance.

Kate Gold, Human Resources Manager: Oversees agency-wide budget and finance, human resources and purchasing functions. Provides leadership and vision related to these areas in the business planning process.

Brett Rowley, Director of Communications: Oversees Registrar of Voters' media visibility and public relations efforts, website and publications; develops and implements strategies to improve media profile, online presence and publications quality. Provides final approval of all public communications from the Registrar of Voters.

Brenda Erlinger, Legislative Analyst: Analyzes, drafts and tracks elections legislation at the state and federal levels for the department and county. Works with ROV, the CEO Legislative team, county lobbyists, legislative staffs and Board offices in development and administration of positions on legislation. She reports to the Director of Communications.

Michael Lundquist, Ballot Creation Manager: Responsible for the creation of all ballots and sample ballots necessary for every election. He reports to the Candidate and Voter Services Manager.

C. Labor Management Committee

In 2004 Registrar of Voters staff members created a Labor Management Committees (LMC) as provided for by the Orange County Employees' Association (OCEA). Two members of management and two members of staff meet monthly with an OCEA member and the ROV's Human Resources manager. The ROV has also established the Transition Oversight Committee (TOC). The TOC was organized exclusively for oversight of the implementation of the department's reorganization.

The purpose of the committee is:

- **to support and oversee the roll out and subsequent implementation of the reforms set forth in the reorganization plan**
- **to monitor the status of the reorganization through employee surveys; presentations by department management and staff; and team organization**
- **to address concerns as they may arise by department personnel as it relates to the reorganization through items placed on committee agendas**

The TOC may pass resolutions related to the implementation of the 2005 reorganization (and monitor its progress) of the department but shall not have the authority to alter the reorganization plan.

Surveys developed by the TOC and taken by staff show that job satisfaction is very high while the LMC has yet to truly be utilized by staff. In order that the LMC might be more visible and useful it is currently being researched as to whether the LMC should become part of the departments TOC that has proved to be extremely effective and well liked by all staff. A TOC subcommittee is working with OCEA to establish bylaws that would merge the two committees.

An example of positive outcomes of the TOC is the Registrar of Voters University (ROVU). In an effort to provide education to ROV staff on various topics related to elections and everyday work processes, the TOC created the ROVU. Instructors will be recruited for the various classes that will be open to all employees. Classes will include lectures on how to use Microsoft excel, legislation and politics in California and much more.

D. Client Data

By state mandate and County organization, the Registrar of Voters is the primary election service provider and sole voter registration custodian for the citizens of Orange County. Various federal, state and local statutes, acts, policies and procedures govern the Department's functions. These include many un-funded federal and state mandates.

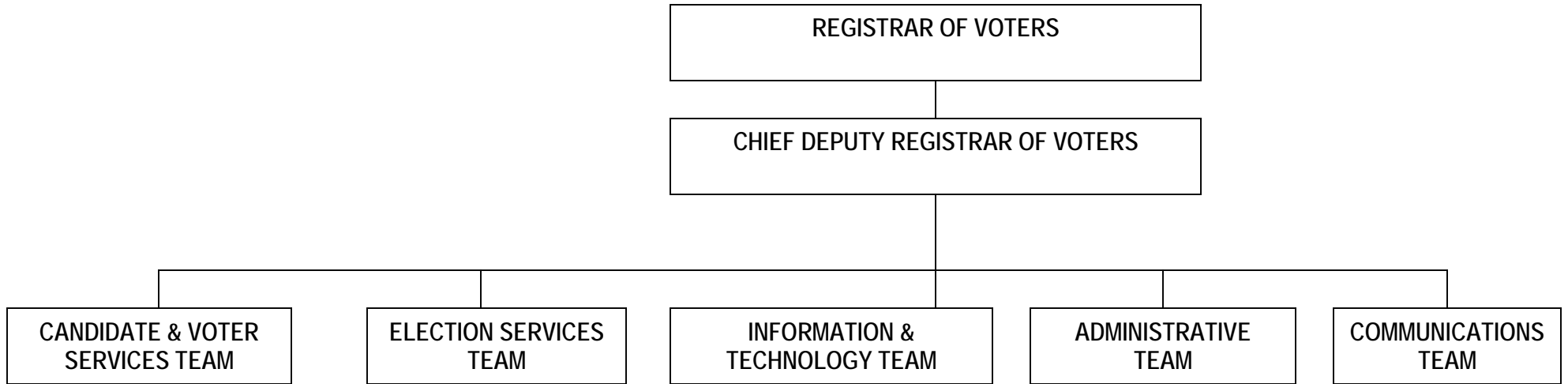
Listed below are some of the functions involved in conducting major elections.

1. Receiving and processing approximately 250,000 registration transactions per year.
2. Filing nomination documents for approximately 350 candidates for each major election. Accepting/rejecting ballot designations. Providing guidance to all candidates regarding qualifications and acceptable campaign practices/campaign disclosure. Accepting/rejecting ballot arguments and rebuttals for County measures. Coordinating with 34 cities for election consolidation.
3. Typesetting and proofreading up to 450 Statements of Qualifications and providing for translations of same. Providing camera-ready copy in English, Spanish, Vietnamese, Chinese and Korean for sample ballot pamphlets and official ballots, including transliteration of names for character-based languages.
4. Recruiting over 7,000 precinct officers and over 1,750 polling places. Organizing delivery of voting equipment to polling sites and distribution of supplies and equipment to precinct Inspectors.
5. Coordinating printing and delivery of sample ballot pamphlets, official and absentee ballots during a 30-day time period. Preparation of mailing file and printing mailing addresses onto sample ballot pamphlets for approximately 1.3 million voters in a 19-day time frame. Mailing approximately 70,000 Spanish, Vietnamese, Korean and Chinese sample ballot pamphlets during the same time period.
6. Issuing absentee ballots to approximately 500,000 voters. All signatures on voted ballots are verified.
7. Programming all vote tallying software, testing and depositing programs with Secretary of State by several days prior to Election day.
8. Monitoring all polling place operations on Election Day and operating the vote tally center and 23 collection centers on election night.
9. Hand tallying votes in 1% of the precincts immediately after the election in order to verify accuracy of machine count. Conduct official canvass/audit of election operations and printing multi-volume statement of votes cast book.

The Registrar of Voters is a General Fund department. There is partial state reimbursement for the mandates of voter registration, absentee voting and permanent absentee voter file maintenance under SB 90. The primary revenue source for the Department is reimbursement by cities, school districts and special districts for the conduct of their

elections. The remainder of the Department's revenue is generated from candidates, campaigns, individuals and the news media for a variety of products and services.

The revenue of the Department varies greatly over a two-year cycle. In the even numbered years, the Primary Election is held in June (4th quarter). Revenue from the Primary Election will be received in November (2nd quarter of the following fiscal year). The general election is held in November (2nd quarter) with revenue being received in February (3rd quarter). Understanding this important two-year revenue cycle is critical to responsible budgeting and administrative planning for the Department.



2006 WORKFORCE PLAN

REGISTRAR OF VOTERS

In 2005, the Registrar of Voters planned and executed a reorganization based on principles of customer service, flattened organization structure to improve communications, workforce teams by function and quality improvement. This plan was approved by the Board of Supervisors on July 26, 2005 and was effective the following day.

Continue and strengthen efforts to restructure both the organization and workflows to achieve efficiencies and eliminate non-essential activities.

A Transition Oversight Committee of staff and managers was established and began meeting weekly to track the progress of the organization cultural shift. Employee Opinion Surveys continue at frequent intervals to determine employee satisfaction with the transition to a team-based organization.

Restructure the roles of Supervisors and Managers to accommodate changes due to streamlined organizations and processes.

In 2005, the ROV went from a model where supervisors and managers totaled 17. Now there are five managers and two supervisors. We have employed the concept of “lead” workers who do manage day-to-day assignments, but are also content experts in their assigned area. An important part of their responsibility is the development of that expertise among other staff members.

Help employees development the new skill sets and competencies required to facilitate their ongoing redevelopment as program priorities shift over the next few years.

Phase II of the reorganization effort will be an emphasis on cross training and professional development. The elimination of functional “silos” creates an opportunity to broaden the professional and technical skills of employees to the department’s advantage. It is a function of elections that during an election cycle a work “bulge” moves through the office on a predictable timetable with mandated deadlines. Therefore, the cross training of employees allows teams to share resources as the work “bubble” moves through. For example, early in the cycle the focus is on candidate filing and ballot creation, impacting the Candidate and Voter Services team most heavily. As time passes, poll worker and poll site recruitment and placement becomes more important and the emphasis shifts to the Election Services team. As deadlines for voter registration and absentee voting approach, the emphasis shifts back to the Candidate and Voter Services team and so on through the election cycle.

To the end of improving cross training and widening professional skills to enhance departmental performance, the ROV University is offering its first courses. The subject

matter is determined by a combination of employee and management input, and changes in election laws and technology. The employees themselves may be presenters and outside providers will participate. Such skills as quality improvement techniques, communication skills and technical training will be among the early offerings.

Employee Relations

About mid-year, the Labor Management Committee requested a comparison of functions between the Transition Oversight Committee and itself. OCEA representatives became part of that discussion. During 2006, the two will be combined to ensure the integration of the LMC and the continuation of the Oversight Committee. Surveys will continue to map employee satisfaction and the combined committee will review results and determine changes as indicated.

Classification

ROV has four reallocation requests. The first two are a direct result of the organizational transition during 2005. One is the reallocation of an Election Section Supervisor to Administrative Manager I, responsible for Candidate and Voter Services. The other is an Executive Secretary to the Department Manager to Staff Specialist. This reflects a shift in emphasis from general administrative support activities to primarily human resources related activities. Other reclassifications are for two extra help categories used by the ROV since 1986: Election Aide and Election Worker.

Election Aides:

This category was heavily used to support very routine clerical activities such as stuffing absentee envelopes and preparing poll worker information packets. The addition of technology has shifted the need from these types of activities to more complex functions such as organization and supervision of poll worker training classes and voter outreach activities such as public speaking, in-house translation services and writing outreach materials. In future, we want to more fully describe assignments and use more appropriate existing classifications such as Office Assistant, Office Supervisor as extra help to accomplish election tasks. There are currently no Election Aide positions that do not require Office Assistant level computer skills. A more appropriate salary would allow us to recruit and retain qualified people.

Employment Status:

The rapid succession of elections has presented a challenge to the fifty regular employees of the Registrar of Voters in 2005. Among elections offices in California, Orange County's has the lowest staff: registered voter in the state. Therefore, it is necessary to employ the services of a sizeable cadre of extra help. The employment category of "extra help" does not really fit the needs of the ROV. We need to keep trained extra help on our employment rolls, but not working between elections, in order to retain trained election workers who are readily available and in whom we have invested considerable training.

We have made a huge leap forward with our new organizational plan. In the coming year, we will continue to solidify those gains and leverage them to new levels of efficiency, productivity and teamwork.

Information Technology Events Report Form

| | | | |
|-------------------|----------------------|-----------------|------------|
| Department/Agency | ROV | Contact Person: | Grady Howe |
| Contact Email | grady.howe@ocgov.com | Contact Phone: | 567-7614 |

| | IT Event | Description | Estimated Cost | Funding Source | Estimated Event Date |
|---|---|--|---|----------------|----------------------|
| 1 | Installation of Voter Verifiable Paper Audit Trail (VVPAT) in all DRE voting equipment. | Per State mandate, provide for a means for voters to generate and view a paper record of ballot selections. | \$12MM | HAVA funds | February 2006 |
| 2 | Replacement of primary Election Management System SQL and terminal servers. | To replace aging system and to enable business continuity. Replaced system will be placed in the EDC and used as a backup system in the event ROV spaces become unusable. | SQL Server: \$50,000 Term Server: \$14,000 | ROV Budget | February 2006 |
| 3 | Replacement of backup Election Management System SQL and terminal servers. | To replace aging system. | SQL Server: \$50,000 Term Server: \$14,000 | ROV Budget | August 2006 |
| 4 | Replacement of aging desktop computers (phase I) | To replace aging desktop computers. Each phase will consist of replacement of 1/3 of the desktop computers. One phase will be executed per fiscal year until entire refreshment is complete. | \$25,000 | ROV Budget | February 2006 |
| 5 | Replacement of aging desktop computers (phase II) | | \$25,000 | ROV Budget | August 2006 |